



General Benchmarks of the Successful Theater Organizations Evaluated

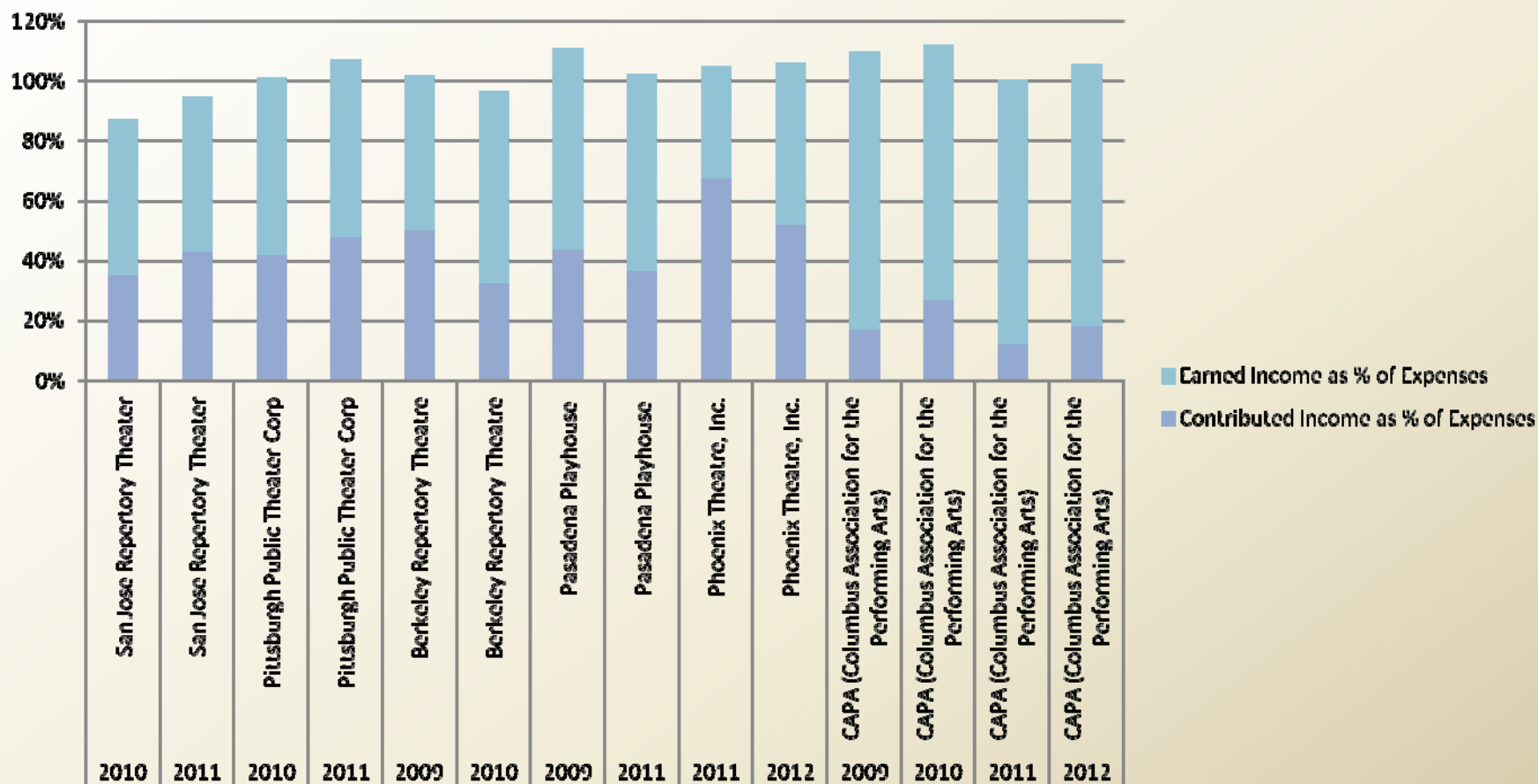
Presented by:

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The Northern California Community Loan Fund

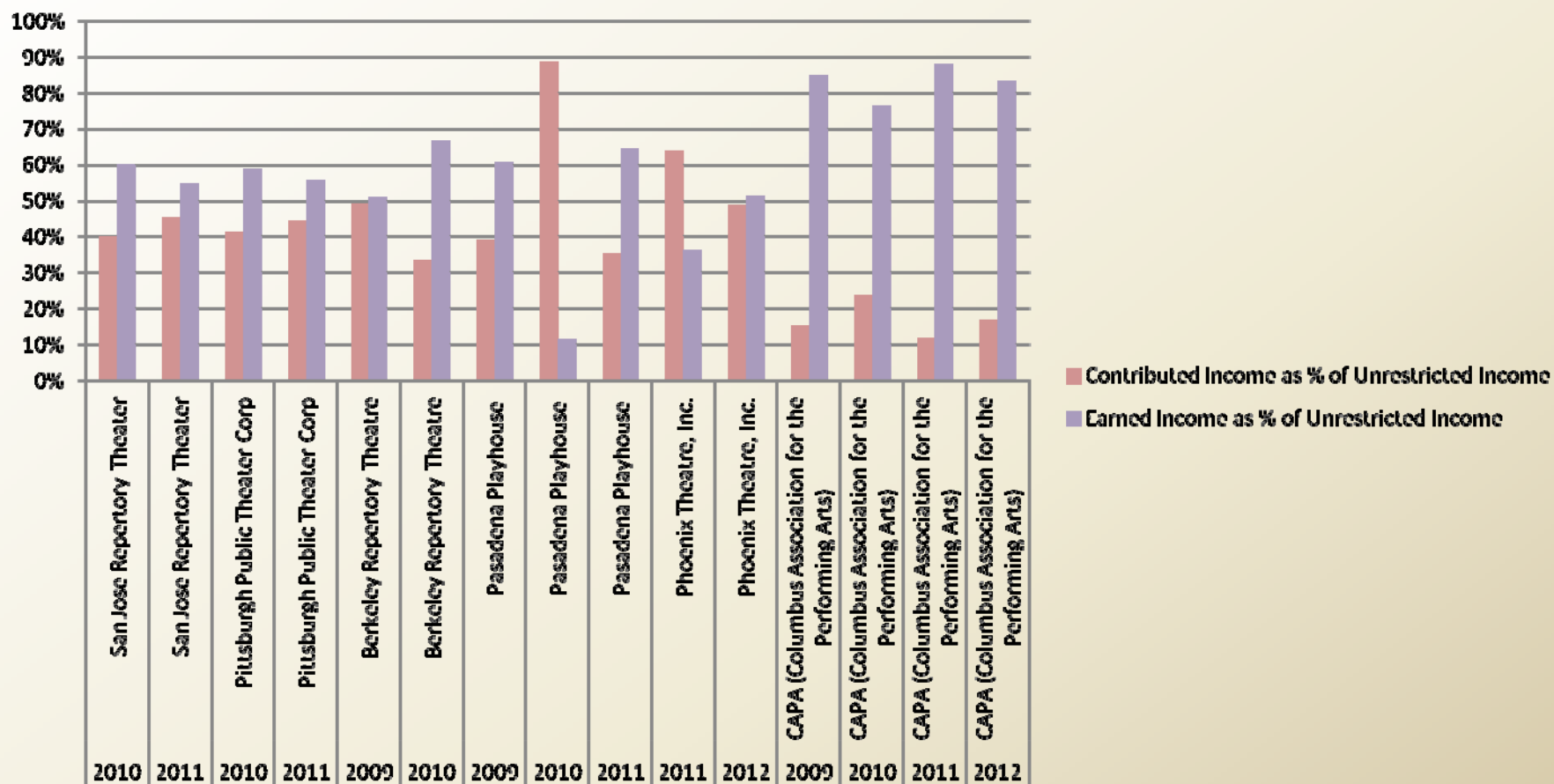
March 10, 2015 www.ncclf.org

Earned & Contributed Income as a % of Expenses



Average, producing theaters: 46% Earned, 58% Contributed

Earned and Contributed Income as a % of Unrestricted Income



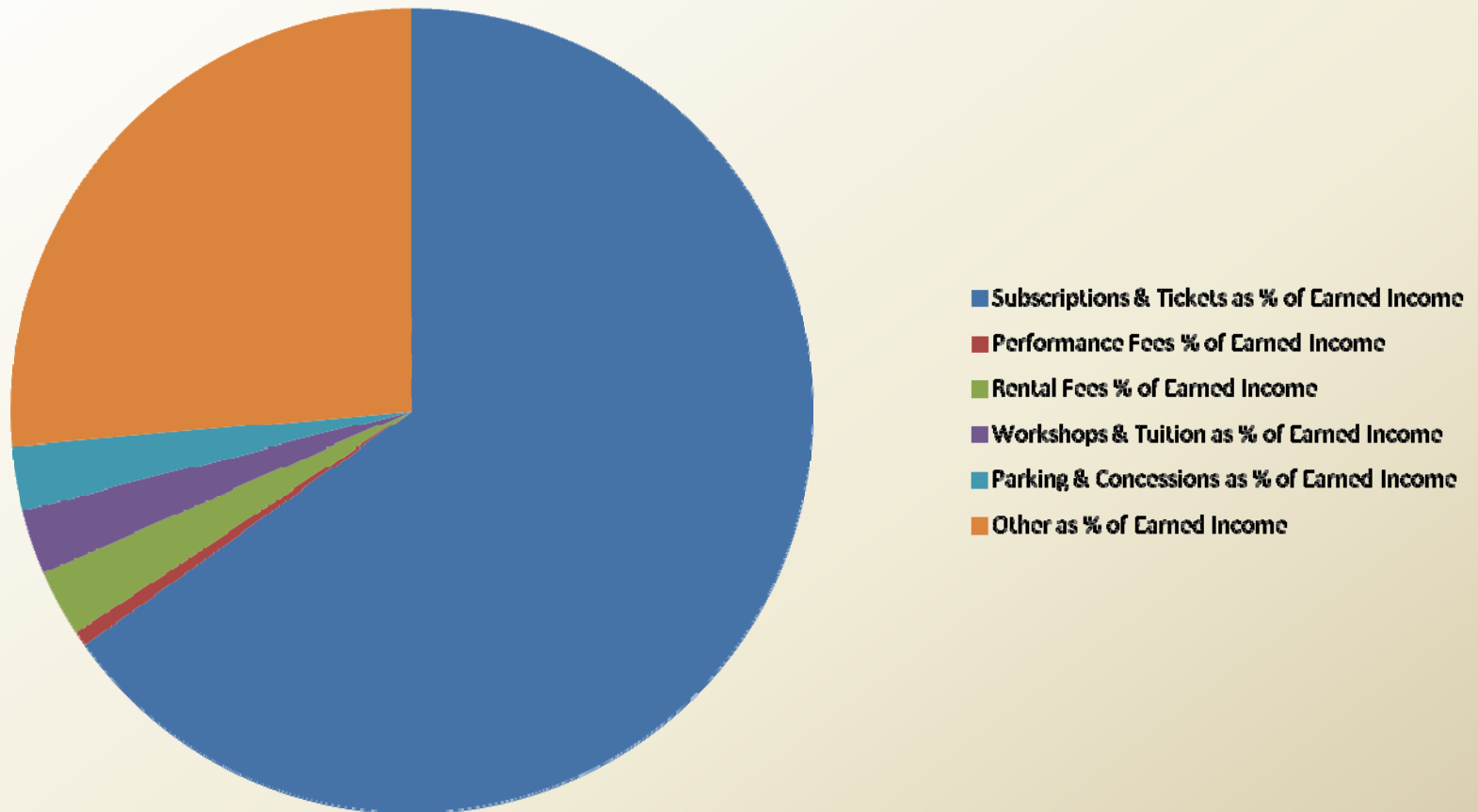
Average, producing theaters: 44% Earned, 56% Contributed

NORTHERN
CALIFORNIA

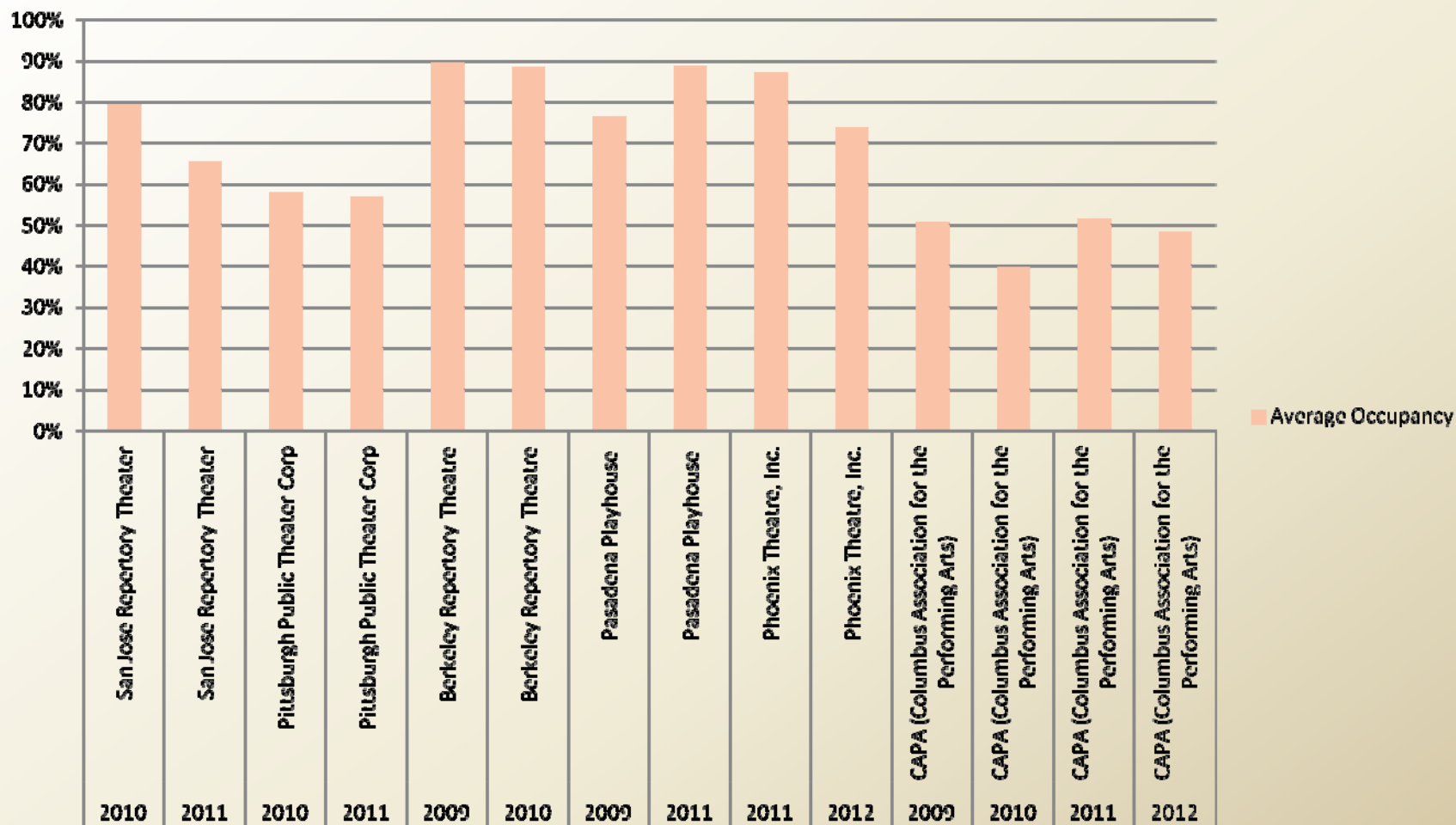
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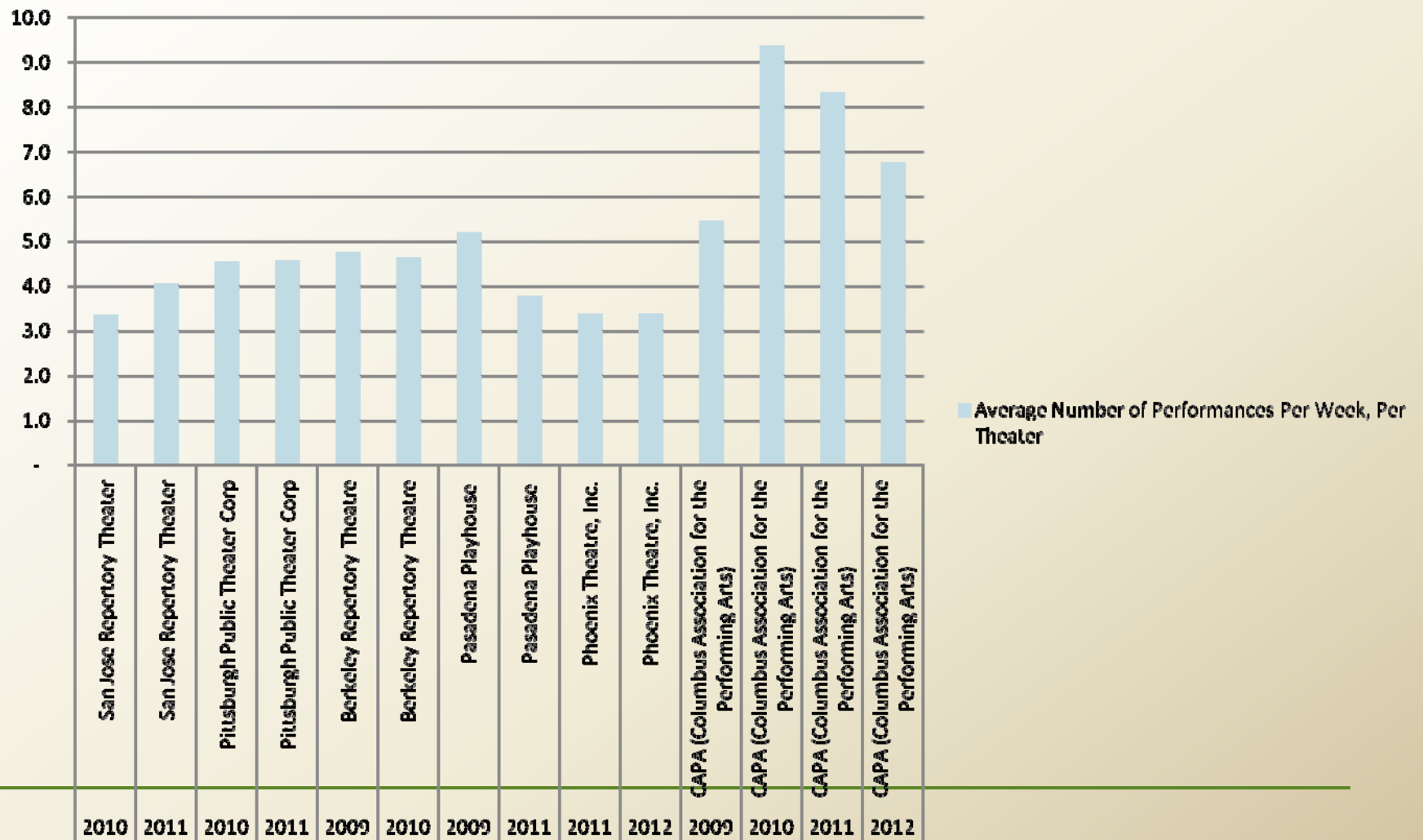
Average Occupancy (Paid Attendance)



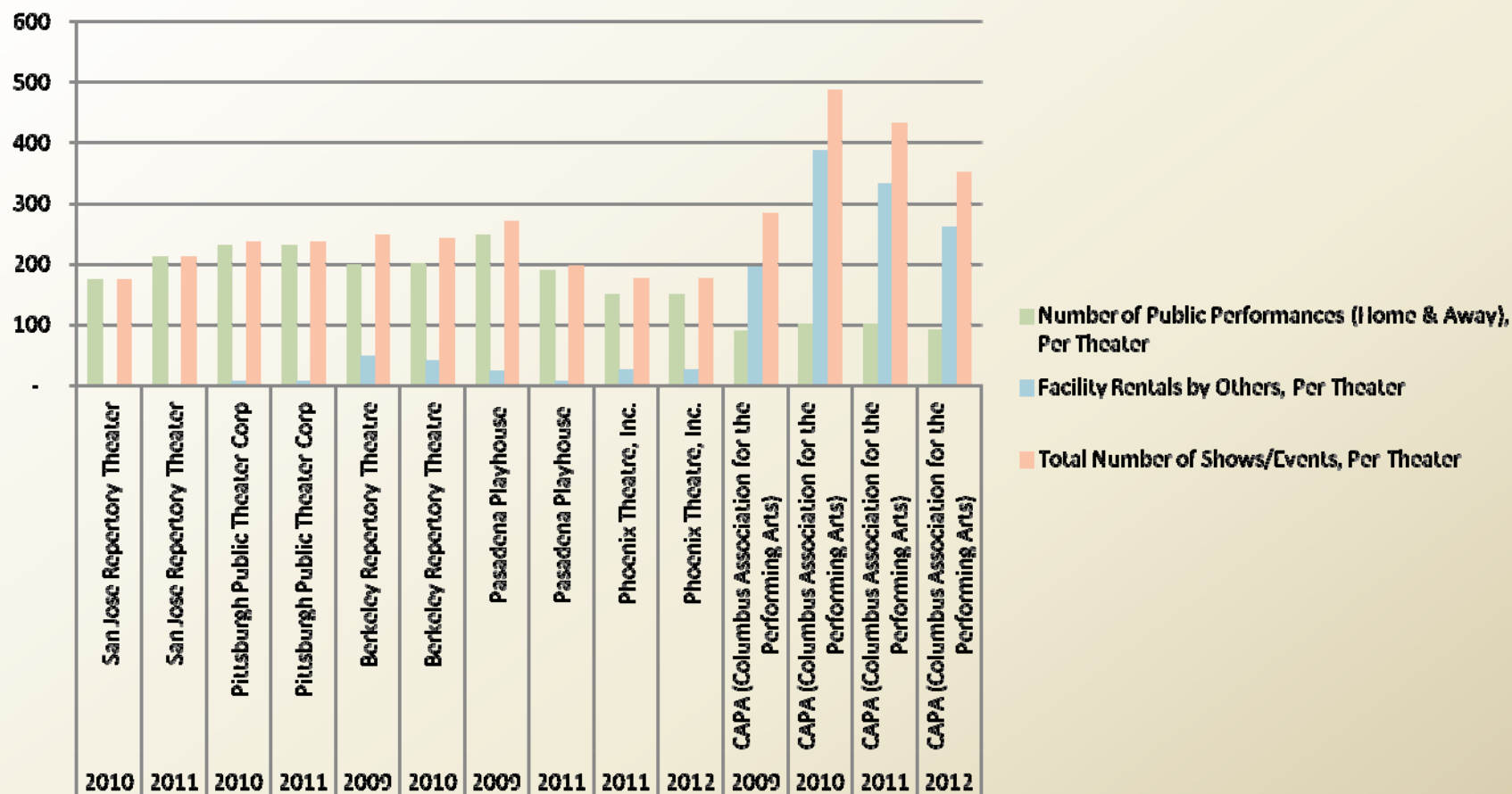
Average: 77%

Median: 82%

Average Number of Performances Per Week, Per Theater



Number of Shows/Events



Hammer Theatre Earned Income Projections

San Jose Repertory Theatre CDP Data	2012	2013 (Partial)
Average ticket price		
Adult	\$36	\$36
Child	\$21	\$21
Total Paid Attendance	69,983	59,656
Adult	60,549	42,983
Child	9,434	16,673
Total Free Attendance	31,322	31,817
Total Attendance	101,305	91,473
Number of shows		
Home	211	273
Away	27	20
Total	238	293
Number of Seats	528	528
Average Occupancy - Paid (Incl. away)	55.7%	38.6%
Average Occupancy - Total (Incl. away)	80.6%	59.1%

Projected Ticket Revenue per Above Figures	\$2,377,878	\$1,897,521
Total SJ Rep Ticket Revenue per CDP/audit	\$2,773,299	\$2,452,472
Total Earned Revenue per CDP/audit	\$3,243,076	\$2,912,364

Projected Revenue on Ticket Sales, New Operation

Assumptions:	Minimum/Average	High
Paid Occupancy	70%	80%
Average ticket price	\$36	\$40
Number of Seats	528	528
Revenue per Show	\$13,306	\$16,727
Average Number of Shows/Events per week	4.0	5.5
Performance weeks per year (typical theater seasons are 7-10 months, using averages from data)	52	52
Projected Number of Shows	208	286
Projected Total Ticket Revenue	\$2,767,565	\$4,783,933

Ticket Sales to breakeven on Facility Operating Costs

Projected Facility Operating Cost 2016	\$1,472,130	\$1,472,130
Projected Number of Shows Needed to Cover Facility Operating Costs	111	88
Facility Operating Costs per Show/Event	\$7,078	\$5,147

Hammer Theater Facility Operating and Maintenance Budget

Source: Strategic Philanthropy Advisors Report, 2009**

Proposed Theater-related Operations and Maintenance Expense Budgets for FYE 2010 to 2012

Projected Annual Budget

3.5% annual escalation assumed

	Total for FYE 2005 to 2009	5 Year Average (3-Yr when appropriate)	FYE 2010 Budget	FYE 2011 Budget	FYE 2012 Budget		2013	2014	2015	2016	2017	2018	2019	2020
Building Specific Expenses:														
City of San Jose: Facility O & M Expenses	36,245	7,249	20,000	20,000	20,000		20,700	21,425	22,174	22,950	23,754	24,585	25,446	26,336
SJ Rep: Depreciation *	1,728,076	345,615	420,416	423,716	413,716		403,373	393,289	383,457	448,870	437,648	426,707	416,039	405,639
SJ Rep: Facility Cleaning	512,620	102,524	108,000	111,240	114,577		118,587	122,738	127,034	131,480	136,082	140,844	145,774	150,876
SJ Rep: Facility Maintenance & Operations	689,323	137,865	142,000	146,000	150,000		155,250	160,684	166,308	172,128	178,153	184,388	190,842	197,521
SJ Rep: Staff Necessary to Run Facility (3 Years of expenses, FYE 2007 - 2009, and 3 Year Average)	751,240	250,413	244,264	244,264	257,283		266,288	275,608	285,254	295,238	305,571	316,266	327,336	338,793
SJ Rep: Facility Utilities	331,177	66,235	68,000	70,000	72,100		74,624	77,235	79,939	82,736	85,632	88,629	91,731	94,942
Total	4,048,681	909,901	1,002,680	1,015,220	1,027,676		1,038,822	1,050,978	1,064,165	1,153,403	1,166,840	1,181,421	1,197,168	1,214,107
Administrative Expenses related to the Theater:														
SJ Rep: Box Office Expenses (3 Years of expenses, FYE 2007 - 2009, and 3 Year Average)	454,558	151,519	156,000	160,680	165,500		171,293	177,288	183,493	189,915	196,562	203,442	210,562	217,932
SJ Rep: Facility-related Administrative Expenses	154,253	30,851	35,000	36,000	37,000		38,295	39,635	41,023	42,458	43,944	45,482	47,074	48,722
SJ Rep: Staff Necessary to Manage Facility (Administrative) (3 Years of expenses, FYE 2007 - 2009, and 3 Year Average)	200,720	66,907	66,546	66,546	75,252		77,886	80,612	83,433	86,353	89,376	92,504	95,742	99,093
Total	809,531	249,277	257,546	263,226	277,752		287,473	297,535	307,949	318,727	329,882	341,428	353,378	365,746
Grand Total of Building Specific and Administrative Expenses related to the Management and Operations of the Theater	4,858,212	1,159,178	1,260,226	1,278,446	1,305,428		1,326,295	1,348,513	1,372,114	1,472,130	1,496,723	1,522,849	1,550,546	1,579,853

* We have not included Rent Expense of \$475,000 annually as it is a non cash item offset by the donated facility. (per SPA Report)

***"Analysis of the Costs Associated with the Operations and Management Of Susan and Phil Hammer Theatre Center From September 1, 2005 through August 24, 2009",
 Submitted to The City of San Jose — Office of Cultural Affairs, by Strategic Philanthropy Advisors, LLC, December 22, 2009